DOCUMENT RESUME

ED 026 517 VT 007 547

Effectively Employing the Hard-Core. (An Aid to Companies Joining the Growing Effort of Industry to Help Resolve Basic Social Problems).

National Association of Manufacturers, New York, N.Y. Urban Affairs Div.

Pub Date 68

Note-37p.

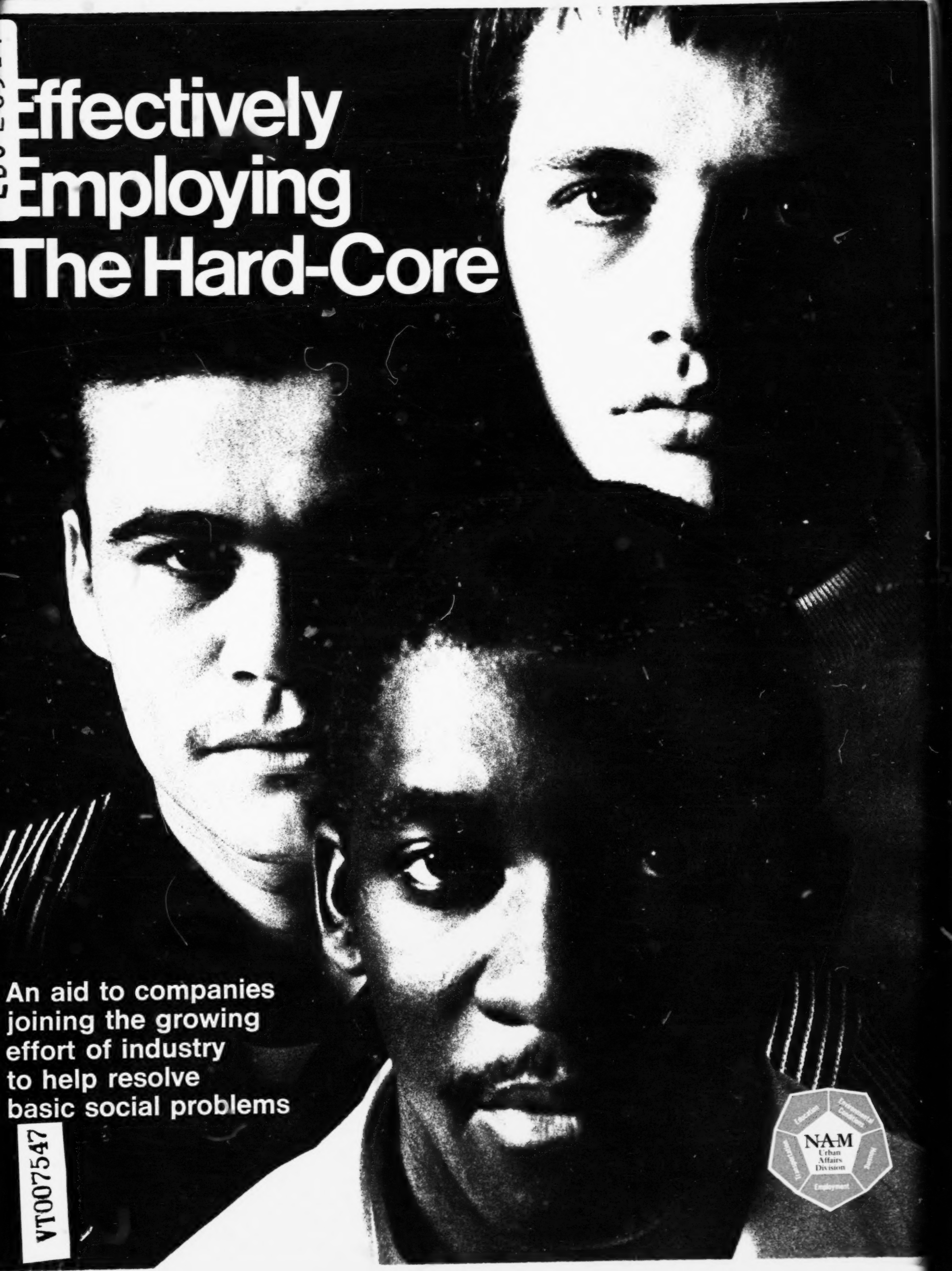
Available from-Distribution Services, National Association of Manufacturers, 149 East 26th Street, New York, New York 10010 ($1.00).

EDRS Price MF-$0.25 HC-$1.95

Descriptors-*Disadvantaged Groups, *Employment Programs, Industrial Training, *Industry, Job Placement, Job Training, Personnel Policy, Personnel Selection, *Program Descriptions, Recruitment, *Unemployed

Recently, members of the research staff of the Urban Affairs Division of the National Association of Manufacturers traveled around the country and met with key company representatives responsible for their organizations' on-going hard-core employment programs. This document reports, in synthesized form, the information gained about effective procedures companies have used to employ chronically unemployed, unskilled, and undereducated citizens. It was observed that even though the problems of disadvantaged ghetto residents vary and the programs to employ them vary, there are commonalities in the various approaches that can be instructive to employers who are developing programs for the employment of the hard-core unemployed. Among the program components and issues discussed are: (1) developing an understanding of the special problems of the hard-core, (2) top management involvement, (3) Union Participation, (4) Screening, Testing, and Selection, (5) Restructuring Jobs, (6) The Question of Payment, (7) Transportation Difficulties, (8) Orientation Procedures, (9) Use of Discipline, (10) pre-vocational and on-the-job training, (11) preventing dropouts with the buddy system, job coaches, volunteers and other procedures, and (12) data collection and program evaluation. Five specific programs, including one involving a consortium of many small employers, are described in some detail in the appendix. (ET)

Effectively Employing The Hard-Core



An aid to companies joining the growing effort of industry to help resolve basic social problems

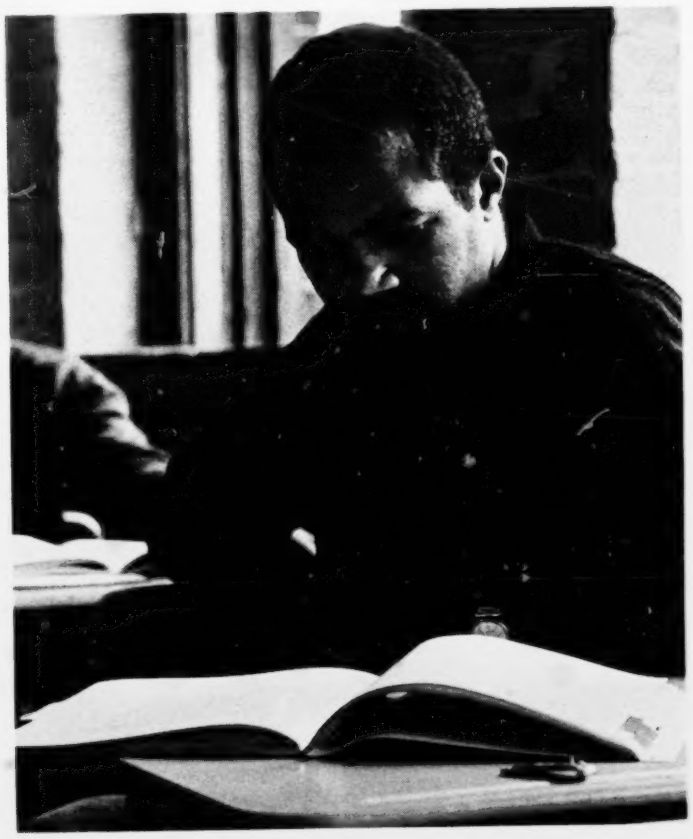
NAM
Urban Affairs Division

VT007547

ED 026217

Effectively Employing The Hard-Core

An aid to companies joining the growing effort of industry to help resolve basic social problems



URBAN AFFAIRS DIVISION
NATIONAL ASSOCIATION
OF MANUFACTURERS
277 Park Avenue, New York,
N. Y. 10017

$1.00 per copy

Copyright 1968
National Association of Manufacturers
277 Park Avenue
New York, N. Y. 10017

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

"PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL HAS BEEN GRANTED BY National Association of Manufacturers TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE U.S. OFFICE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER."

FOREWORD

The staff of the Urban Affairs Division of the NAM has been involved in the problem of effectively employing the hard-core since early 1964. At that time NAM launched the STEP (Solutions to Employment Problems) program, which was the forerunner to the Urban Affairs Division. STEP canvassed the nation in an attempt to determine which companies were developing innovative solutions to manpower problems. These solutions were documented and then published in the form of case studies. In investigating company programs, the STEP staff identified numerous instances of creative approaches to moving the hard-core into the employment process.

Since then, STEP has become an integral part of the Urban Affairs Division, and the tempo and depth of involvement in this area of concern has increased. Recently, members of the research staff traveled around the country to meet with key company representatives responsible for their organizations' on-going hard-core employment programs. Of particular interest was learning how companies have contended with the inevitable problems that arise in this kind of effort. By digging for solutions, the Urban Affairs Division felt it could produce a document that would lighten the burden for those companies now beginning to be involved in employing chronically unemployed, unskilled and undereducated Americans.

The distance between a successful and unsuccessful effort is not too great. Programs launched with sufficient thought and planning have fared comparatively well. Others, based on nothing more solid than a hope and a prayer, have run into trouble. The NAM'S Urban Affairs Division believes that a company's chances of developing a program to effectively employ the disadvantaged will be enhanced if the following guidelines are adapted for local use with intelligence, thoughtfulness and sensitivity.

NAM is indebted to the companies listed on the following page, and their personnel, for cooperating in this venture. Their help allowed the staff to get a "fix" on the procedures and techniques that are being used in programs geared to help the hard-core become self-sufficient and productive workers. We are sorry that time did not permit visiting other companies that also have developed programs in this critical area of nationwide concern.

W. P. GULLANDER
President
National Association of Manufacturers

Aerojet-General Corporation—
Watts Manufacturing Company,
Los Angeles, California

Avco Corporation—
Economic Systems Corporation,
Roxbury, Massachusetts

Chrysler Corporation,
Detroit, Michigan

Control Data Corporation,
Minneapolis, Minnesota

Eastman Kodak Company,
Rochester, New York

EG & G Incorporated—
EG & G Roxbury, Inc.,
Roxbury, Massachusetts

Fairchild-Hiller Corporation—
Fairmicco Corporation,
Washington, D. C.

Ford Motor Company,
Dearborn, Michigan

General Dynamics Corporation—
San Antonio Facility,
San Antonio, Texas

General Motors Corporation,
Detroit, Michigan

Gleason Works,
Rochester, New York

Honeywell, Inc.,
Minneapolis, Minnesota

ITT Gilfillan Inc.,
Van Nuys, California

Ling-Temco-Vought, Inc.,
Dallas, Texas

Lockheed Aircraft Corporation—
Lockheed Missiles and Space
Center, Sunnyvale, California

McDonnell Douglas Corporation,
St. Louis, Missouri

Pitney-Bowes, Inc.,
Stamford, Connecticut

Polaroid Corporation,
Cambridge, Massachusetts

Raytheon Company,
Lexington, Massachusetts

Ritter Pfaudler Corporation,
Rochester, New York

Western Electric Company, Inc.—
Kearny Works
Kearny, New Jersey

Whittaker Corporation—
Instant Hiring Project
Los Angeles, California

Xerox Corporation,
Rochester, New York

TABLE OF CONTENTS

	Pages
Introduction: Toward Understanding the Hard-Core	7
Importance of Top Management Involvement	8
Company Staffing Patterns	8
Relationship with Minority Group Community	9
Problems of Publicity	9
Cooperation of Insurance Companies	10
Union Participation	10
Approaches to Recruitment	10
Need for Physical Examinations	11
Screening, Testing, Selection	11
Restructuring Jobs	11
Job Placement and Job Matching	12
Question of Payment	12
Transportation Difficulties	12
Orientation Procedures	13
Use of Discipline	13
Training: Pre-Vocational and On-The-Job	14
Helping Supervisors Develop Sensitivity	15 to 18
Support Services: Preventing Job Dropouts	18 to 20
Buddy System	18
Job Coach	19
Volunteers	19
Aid from Company Personnel	19
Counseling	19
Legal and Financial Advice	20
Child Care	20
Reaction of Regular Workforce	20 to 21
Awards for Performance	21
Significance of Upgrading	21
Data Collection and Program Evaluation	22
Consortium: Assisting the Smaller Companies	22
Role of Motivation	22 to 23
Appendix	25 to 36
A Large Manufacturing Company's Plan for Helping New Hourly Employees Succeed on the Job	25
Two Types of Volunteer Programs	26 to 27
Child Care Service for Working Mothers	28
A Consortium to Hire and Train the Hard-Core Unemployed	29 to 36

Introduction: Toward Understanding The Hard-Core

In order to maximize the chances of developing a successful program to employ the hard-core, it is imperative that there be sensitivity to the target population with whom the company will be involved. If a program is to make sense, it is important that the staff responsible for its implementation start with an open mind, a determination to put aside preconceived notions, and a desire to gain real understanding of the problems and difficulties that confront the disadvantaged members of our society. Programs which ignore the realities of hard-core life risk failure. To be aware of these realities is a first step toward launching an effective effort.

What are these realities?

The undereducated, unskilled, chronically unemployed poor person tends to live in a different world from the one we inhabit. And the impact of his world colors all of his actions and reactions when he comes into contact with the industrial world. This fact is stressed because any attempt to understand the behavior of disadvantaged persons coming into our plants is contingent upon the ability to step out of our own frame of reference and grasp the impact that living in poverty has on individuals.

Most of us find it difficult to appreciate the extent to which the minority group person living in a white man's world suffers damage to his self-respect, dignity, and sense of manhood. Without spelling out how this damage comes about, it is important to bear in mind that the toughness, the surliness, the indifference of some disadvantaged persons is a mask that is worn for protection. Underneath that mask there is often hurt and anger.*

When the hard-core individual comes to work for a company, he may feel that he is at least initially, on foreign soil. Much of his subsequent behavior relates to his underlying fear that he will be seen as someone different and apart—and therefore likely to be rejected.

A case in point: The manager of a small company likes to be on a first-name basis with all of the employees. However, a young Negro woman working in the plant insists on calling him by his last name. This puzzles him because he has tried to be a decent employer, treating everyone alike, and yet he feels this one employee is rebuffing him. She senses his awkwardness and, unable to cope with the situation, tries to keep out of his way as much as possible.

The manager, not knowing what to do, checks with a long-time Negro employee who says, "Somehow we even have misunderstandings with the white man who is for us."

He explains that this young woman has only recently arrived from the deep South, and she is not about to call *any* white employer by his first name. He adds that he knows that she likes her job and appreciates working for an employer who treats Negroes fairly. His final word to the manager is, "Just relax. You be you and let her be her. You've got to understand and respect what she has lived through. In time she'll get to understand that you're for real. Then maybe she sees past Mr. Whitey—and then you're Ted."

The disadvantaged worker is often reticent to communicate his doubts to his foreman out of fear that if he admits he doesn't understand what he is supposed to do he will be subjected to ridicule and possibly the anger of his boss. If the foreman, due to pressures upon him, hurries his instructions to the new worker so that they are only partially understood, this can be the beginning of the end. Rather than request clarification, the hard-core person may plunge ahead, knowing that he is stumbling, yet too frozen inside to stop himself.

Unless staff members are sensitive to this kind of basic difficulty in communication and at least at the outset meet the disadvantaged worker *more* than halfway, they will one day soon scratch their collective head and wonder why that "quiet guy" who seemed to want the job suddenly stopped showing up at work.

Another reality that must be understood in dealing with the hard-core is the strong sense of failure that pervades their lives. Not to do so is to miss a significant building block that goes into the structure of the disadvantaged person and that can help to explain his sometimes puzzling behavior. To the hard-core, arriv-

*A company executive has pointed out that physical examinations of over 1,000 hard-core applicants seeking employment at his plant revealed the rather startling finding that the most common ailment reported by physicians was hypertension.

ing at the age of 19, 29, 39, or more and still reading on a 3rd or 4th grade level, with a work history consisting of jobs such as dishwasher and janitor, unable to adequately support a wife, let alone a family, is to have lived with a bitter taste of failure and a deep sense of worthlessness.

If success breeds success, failure breeds failure. Again the disadvantaged person is conditioned. To fail is his lot. At the same time, trying desperately to hold on to his self-respect, he will resort to a variety of stratagems in order to avoid another failure experience. If this is how he sees the job, he is likely to feel that he can better live with himself by rationalizing quitting than to risk being fired for not measuring up.

A further reality concerning the hard-core is their different approach to time. Many of them have not learned to relate to its importance. We, on the other hand, tend to live by the clock. Since there is so much to accomplish, we are usually very conscious of the passage of time. And, of course, our plants of necessity run by the clock. However, our urgency about time is often alien to the person with little work experience who lives from one day to the next on a kind of survival basis. He may well be puzzled by our concern about punctuality. But this puzzlement can be modified if we build in procedures and incentives to counteract the conditioning that led to his basic attitudes.

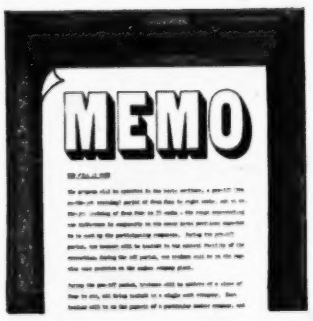
* * *

Our staff is aware of the difficulty inherent in generalizing about the hard-core, which includes poor whites as well as Negroes, Puerto Ricans, Mexican Americans and American Indians—people coming from a variety of cultures, each with its unique characteristics.

Nevertheless we believe disadvantaged people across our land have many problems in common. Thus it is possible to say something significant and valid that applies to most individuals living in poverty, who are moving into the world of industry.

Certain points covered in this report will be more relevant to one group than to another. Each reader will have to adapt what is written to "local conditions" —hopefully getting sufficient inputs to improvise and adjust to his particular situation.

Importance of Top Management Involvement



Virtually all the companies surveyed stress that top management commitment is a basic key to a sound and successful program to employ the hard-core. What is required is that the chief executive officer, at the outset, enunciate a firm, clear-cut policy to be carried out at all levels of the organization. And he must make sure that his message has gotten through.

It is generally agreed that a strong statement made by the president directly to all employees is most effective. One chief executive officer has held a series of meetings in order to accomplish this objective. In the case of a very large company with plants in a number of locations, the president has made use of video tape to get his message to all employees. A more common approach is to print the president's statement in the employee newsletter or bulletin. A special memorandum from top management is another means used to inform the employees.

With or without communication to all employees, it is essential that the top executive meet with his key managers to ensure their active support of the company's policy. They in turn are responsible for seeing that everyone connected with management understands the extent of the company's commitment and its determination to implement the policy. Regardless of the approach used, the goal is to get all company personnel "turned on," from top to bottom. In addition, when supervisors know that management is observing and evaluating their performance in dealing with newly hired hard-core workers, they will put greater effort into carrying through the company's mandate.

When this process begins to permeate the total organization, workers on the line sense where the company is going and are inclined to respond more positively.

Taking it a step further, some business executives strongly recommend that top management build in a system of tangible rewards, such as promotions and bonuses, for innovative approaches by staff in effectively moving hard-core persons into the company's employment process and upgrading them when they have acquired the requisite skills.
(See schematic of a large manufacturing company's plan for helping new hourly employees succeed on the job, Appendix, page 25.)

Company Staffing Patterns

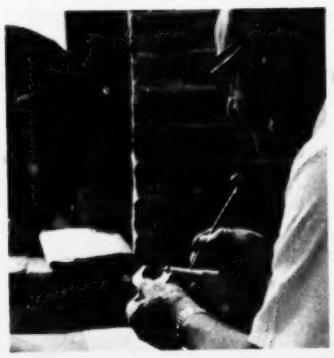
It is vital that company staff working with the hard-core want to accept the challenge of helping these people become self-sufficient and productive workers. The hard-core person has a finely developed sense of who is on his side and an even more finely developed sense of who is not. It is from his contacts with the staff that he will form his first impression of the job. That first impression can be the beginning of a positive experience resulting in the company gaining a loyal and satisfactory employee, or it can kick off a negative reaction that results in ending his relationship with the company.

Therefore, management must use considerable care and caution in deciding who will have responsibility for

the company's hard-core program, since to a large extent the men selected can make or break the effort.

Companies have indicated that it is important, whenever possible, to have supervisors of the same ethnic background as the hard-core who are being trained. For example, Negro workers can generally better relate to Negro supervisors. Many companies have taken steps to institute a policy to upgrade minority group persons, and in several plants located in Negro ghettos, the management is primarily black.

For many of the hard-core, this is the first opportunity to see a member of their group in a position of authority and responsibility. To the still suspicious minority group employee, this may attest to the company's willingness to promote a man on the basis of his ability, regardless of color. A caution should be added that when a member of a minority group is given a position of responsibility, that position must be "for real." Otherwise the workers may feel that one of their group is being used primarily for window-dressing.



The type and extent of staffing will depend on the nature of the program the company decides to launch. One company has set up separate counseling and instructor positions for the pre-vocational phase of the program. The counseling staff is made up of both professionally trained counselors and shop men with a demonstrated interest and skill in helping hard-core workers. This company has found that if the shop men are carefully chosen they are able to do an adequate job of counseling.

In other programs the instructor carries on the dual function of both teacher and counselor.

Some companies use the services of community agencies engaged in working with ghetto residents as a virtual extension of the program. They are called upon to help the trainees with problems that the company staff is unable to cope with or believes it should not get into.

Relationship with Minority Group Community

It is not news that we are living in a period of change. Minority groups that formerly operated under self-imposed restraints are asserting themselves and demanding that they be given a real voice in any community planning which affects them directly or indirectly. It is in this context that the importance of a company's relationship to the minority group community needs to be viewed.

While not every company spokesman agrees on the advisability of involvement with the slum community, the overwhelming consensus is in favor of such involvement. In fact, a number of companies believe that it is a necessity if the program is to be successful. This is particularly true of companies with plants in the ghetto. Given the temper of our times, the ghetto residents may not be overwhelmed with enthusiasm about a company moving in. The underlying attitude is often one of suspicion or at best "show me." Alert company leaders are aware of this.*

In one instance, a large corporation met with spokesmen from the minority group community before making any final decision about developing a program to employ the hard-core. The earnestness of these community leaders and their knowledge of the needs of ghetto residents convinced the company that it should locate its operation in the ghetto itself. This was the beginning of a productive and healthy relationship between the company and the community.

In the long run, the relationship between companies and minority groups in their communities may be a pivotal point, which can help reverse the polarization of blacks and whites, haves and have-nots. This could have far-reaching significance if the relationship develops to the point where the poor truly believe that they are not being ignored, that they are being respected and listened to, and that a meaningful effort is being launched to help them.

Problems of Publicity

Companies tend to react with ambivalence toward publicity regarding their efforts to employ ghetto residents.

Obviously, if a program works out well, the image of the company is considerably enhanced. The company is seen as a good corporate citizen, an equal opportunity employer, and, perhaps most important, part of a national effort to right some basic wrongs that are plaguing our country.

However, publicity can backfire. The company may be overly expansive in stating its plans, or the news media may give the impression that the program has more to offer than in fact is the case. This can result in further alienating the minority group community.

A basic answer is a thoughtful and controlled release of information based on the reality of the situation. In addition, when details are made public, it is important to give credit to any persons or organizations, particularly in the minority group community, that have participated in planning and implementing the company effort. The continuing cooperation of key persons or

*One corporation has joined with a community group to form a profit-making company that will sell a majority of its stock to employees and to residents of the inner city. A spokesman for this corporation has made it clear that the company will remain only a minority stockholder, since top management is determined to avoid establishing a so-called "plantation in the ghetto."

organizations can be instrumental in the success of the program.

Cooperation of Insurance Companies

With increased involvement of industry in employing ghetto residents, insurance companies are faced with a new set of conditions. The approach they take in dealing with these conditions will directly affect the success of industry's efforts. Without adequate insurance coverage, programs to employ the hard-core may have difficulty getting off the ground.

Where there is a question of an additional risk factor in insurance coverage, a company may find it very useful to spend time with its insurance company's representative to talk through the problem. In one particular instance, a company official noted that after such a discussion the insurance company decided that it had an obligation to take part in a cooperative effort of importance to the entire community. As a result, the insurance rates were maintained at the usual level. The insurance company has suffered no financial loss by going along with the program.

Union Participation

The attitudes of unions toward hard-core employment programs set up by companies vary considerably. Since unions operate on the principle that their basic function is to take care of their members first, any program that might be perceived as undermining their position or eroding the security of their membership will be viewed with caution.

However, in a number of instances where management has involved the union in the initial planning stages of a program to hire the hard-core there has been no opposition.

Some companies report that by sharing their plans and goals with the unions they have been able to allay any fears that they intend to weaken their position. In a number of cases, unions have cooperated to the point of permitting an extended probationary period for the new hard-core employees.

Several company executives express confidence that they will be able to work out with the unions reasonable procedures for taking on the hard-core. Their confidence is based in part on the feeling that unions are beginning to respond to increased pressure from government, civil rights groups and the public to take a more active role in social problem-solving.

Approaches to Recruitment

Since lack of education and skills or the possession of police records have in the past screened out many of the hard-core, they tend to remain skeptical of obtaining employment and in some instances have virtually given up hope. As a result it may take imaginative efforts on the part of company personnel to get them into the company's employ.

The traditional way to recruit hard-core employees has been through the State Employment Service and the Concentrated Employment Program (CEP).* For companies pledged to hire and train the hard-core under the National Alliance of Businessmen's JOBS program, these agencies offer the advantage of being able to certify individuals on the spot as "poor"—thus making them eligible for the NAB hard-core program.

But, increasingly, companies are obtaining hard-core referrals from community action agencies, settlement houses, and other organizations that have direct linkages to the poor. In some communities, companies have established a close working relationship with the Urban League which provides a variety of back-up services, including referring hard-core job applicants for employment.

In other cases, specially selected and trained company personnel have manned recruiting offices placed in the ghetto. Preferably the recruiters are of the same ethnic derivation as the minority groups they wish to recruit. However, where this has not been possible, white middle-class experienced interviewers with a real desire to help the disadvantaged have been relatively successful. In large measure the degree of their success depends upon the nature of the training they receive before venturing into the ghetto.

In other instances, local ghetto residents, possessing the necessary drive and desire to participate in the company's efforts, have been used to effectively recruit the hard-core.

These indigenous recruiters manage to get to out-of-the-way places in order to locate hard-core individuals and "sell" them on applying to the company. In addition, a special advantage of using ghetto residents to recruit is that Spanish-speaking persons can be employed to recruit Mexican Americans or Puerto Ricans for the company program.

Taking this approach a step further, some companies have brought key minority group leaders living in the ghetto into the plants so that they can gain first-hand experience with the company's program. Based on this kind of exposure, these leaders have been able

*A U.S. Labor Department program to facilitate the employment of the hard-core.

to convince some of the hard-core that the company is serious about wanting to hire them.

Need for Physical Examinations

People growing up in the slums suffer from a disproportionate share of physical ailments. As a precautionary measure, both for the individual and for the company, hard-core job applicants should have medical examinations.

In some communities, the Concentrated Employment Program takes responsibility for the physicals. When applicants have not had physical examinations, companies generally require that they are seen by a physician. One caution: If there is no company physician to give the physicals and arrangements are made with a doctor to provide this service, try to avoid having the job candidate from the slums go to his office. This is likely to be seen as alien ground, and the minority group member may not follow through at all rather than travel to a strange area.

In some instances, physicians have given examinations at temporary locations either in the ghetto or in the plant. This not only increases the chances that the physical will be taken but, by reaching out this way, the applicant may begin to feel that the company is really interested in him.

Screening, Testing, Selection

From the vantage of some militant minority group members, industry may be seen as dragging its heels. But within the family of industry, much has been happening in recent months. As one company representative puts it, "We personnel people are really spinning. I guess you could say we're now living in a state of ferment!" This is particularly true in the areas of screening, testing and selection of the hard-core.

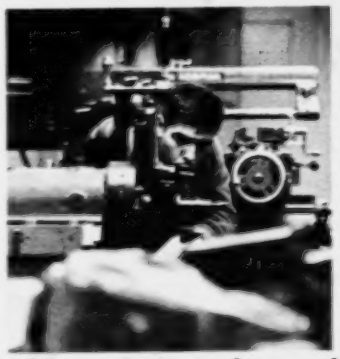
As we have seen, the hard-core person besides being poor often posseses one or more of the following characteristics: He is a school dropout, has a police record, is a minority group member, is unemployed or underemployed. He is the individual who has been systematically screened out by most companies. Now the thrust is to screen in these same men.

Initial screening may be done by Employment Service or CEP interviewers. When a job makes particular demands, such as requiring heavy lifting or possessing superior manual dexterity, the referring agencies should be notified so they can send suitable applicants.

Many companies are eliminating the use of standard test batteries as a screening device. These companies have found that when their standard tests are administered to men from the slums who are already working satisfactorily on the job they fail the tests. The search for a "culture-free" test that does not automatically penalize the product of the "poverty-culture" continues with minimal success. At the same time, it is becoming increasingly clear that motivation is the primary qualification needed for most entry-level jobs. If the hard-core applicant can develop enthusiasm for his work, he will, in most cases, benefit from the company's training program and go on to take his place as a productive worker.

This points up another fact: in hiring the hard-core, a new frame of reference must be developed. Statements such as the following are heard more and more often: "We are in a new kind of ball game. If we are to come out ahead, we must quickly adapt to the new rules with intelligence and imagination. Otherwise we are likely to wind up on the loser's end."

For example, in the past, police records have automatically screened out applicants in most companies. Yet in the culture of poverty, police records tend to be the norm. Many youngsters in the slums acquire a record for the same activities that often result in a reprimand for youngsters from middle-class families. By now, companies have had sufficient experience in employing men and women with records to know that there is very little correlation between having a police record and not being a productive worker.



A hopeful note concerning opening the doors to the disadvantaged is sounded by companies that have been hiring hard-core people over a period of time. These companies indicate that the hard-core who were enabled to stay with the job have become productive and loyal workers.* The important word here is *enabled.* The enabling process, through which a man is helped to adjust to the world of work, is a crucial factor in job retention and will be discussed in the section, Support Services: Preventing Job Dropouts.

Restructuring Jobs

For years, companies have been taking a hard look at what makes up professional jobs in fields such as engineering in order to determine those functions that could be handled by sub-professionals. The professional is then freed to devote himself to tasks that make use of his specialized training.

Recently the same hard look is being given to jobs on the non-professional level. Companies began to realize that many of these jobs could, in like vein, be broken down into separate operations, some of which could be performed at the entry-level by hard-core workers.

*One major corporation compared fifty hard-core workers on the job for six months or longer with a group of regular workers and found there were *no* significant differences between the two groups in terms of production, absenteeism, or any of the other important indices of work performance.

In examining the nature of these operations, it often became evident that the educational requirement was irrelevant and that there was no point in subjecting the prospective entry-level worker to anything resembling a rigorous testing procedure. One company, which has hired many seriously disadvantaged minority group workers over the past several years, set up its work tasks so that they fell within the reach of these unskilled people. In doing this, the company was able to maintain a quality product and, in a very tight labor market, to obtain workers who became productive—even though they would have been screened out in the past.

Job Placement and Job Matching

For many entry-level jobs, companies contend that there are two basic requirements: a willingness to do the work and reasonably good health. Where special aptitudes or special capabilities are called for, it may then be realistic to talk about the "fit" between the man and the job.

Where this is the case or where a central referral agency has access to openings in a large number of companies, the characteristics of available hard-core applicants can be simply and accurately cataloged along with the specific attributes required to handle particular jobs. Even though the hard-core person is often unfamiliar with industrial jobs, some indication of his interest in doing a particular job may be useful in achieving a successful "job match." Once he has had a taste of working, his preferences can serve as a basis for exploring where he might want to go in the world of work.

In most cases, the hard-core job applicant cannot or will not wait weeks for his application to be processed. Companies deeply involved in employing the hard-core stress the importance of speed in connecting the man and the job. Since the applicant may be somewhat distrustful of this latest attempt "to do something for him," it is necessary to prove that now there really is a decent job for him.

Thus, any matching of job and applicant should be done as quickly and as effectively as possible. The utilization of computerized job matching systems that have recently been put in operation may well expedite this process.

Question of Payment

No one needs to be told about the meaning of a paycheck. But getting a paycheck probably carries more significance for the hard-core than for other groups in our society. Apart from its buying power, it represents the reality of a job—hard cash, not just more promises.

In the companies visited, programs provide that trainees are paid from their first day in the plant, regardless of whether they are entering a period of orientation or vestibule training or moving directly into the regular workforce. The consensus is that a man needs to be on the payroll to feel he is part of the company.

In a number of consortium plans, companies are paying employees regular wages during the time they are in a special out-of-plant pre-vocational training program.

Transportation Difficulties

Problems revolving around transportation are some of the most vexing that confront companies and hard-core employees. Inadequate public transportation often plays a significant part in trainees coming in late or being absent. Of course, where companies have established plants in the ghetto, the transportation problem is largely resolved.

Other plants have experimented with various approaches to helping the disadvantaged individual get to his job. Some companies have built shuttle bus service into their contracts with the Labor Department to train the hard-core. In these instances, the transportation problem has been resolved at least for the life of the contract. By then it is hoped that if other means of transportation such as car pools are not available, the trainees will have acccumulated sufficient resources to take care of this problem on their own.

In one company, if the new hard-core worker is without funds and therefore unable to use public transportation, a two-week supply of bus tickets is available—courtesy of the company. A plant manager notes that, "For a couple of hundred bucks you can buy a hell of a lot of bus tickets." Although all the hard-core trainees were aware of the availability of the bus tickets, only 25% of them took advantage of the opportunity. Men who needed money for food were permitted to draw $5 at the beginning of each of the first two weeks. This carried them until they received their first paycheck. Similar to the bus ticket situation, less than 20% of these men made use of the available advances. As one executive put it, "Make no mistake about it—these men, by and large, are desperately trying to hold on to their pride, whatever the sacrifice."

Where no public transportation is available, the staff involved with the trainees should, from the start, assist them in getting into car pools or in working out other arrangements.

In the longer run, a company might consider cooperating with other interested parties in the community to expand the transit system so that slum residents are able to get to the industrial centers.

GRIM BUSINESS OR CHALLENGE?

Too often, those working with hard-core employees tend to get locked into all of the problems that arise and, as a result, it may turn into a grim business. This means missing the forest for the trees. To see these men scramble to sweat it through and stay with their jobs is eye opening and heart warming. In one instance described by a company representative, the old battered car of a hard-core employee broke down and had to be abandoned soon after he was hired. This man lived many miles from the plant and had no recourse to either public transportation or a car pool. So he proceeded to hitch-hike back and forth to work, adding several hours to the job—portal to portal. But he hung on, determined to keep his job.

Increasingly, company personnel working directly with the hard-core are becoming turned on. Despite their initial feelings of apprehension concerning their involvement in this new venture, they have gotten caught up with its challenge. Said one able young executive who has been putting in many extra hours both in the plant and in the minority group community, "I was beginning to think it was time to change jobs . . . I was feeling bored. Now this hard-core thing has got me excited. I never worked harder on a job, but the truth is I'm having a ball . . . When I see one of these guys has really made it I get a funny feeling in my gut and I'm ready to work harder than ever. . . ."

Orientation Procedures

Effective job orientation is of particular importance for employees who have little familiarity with the industrial work setting. This is especially true because their early reactions often determine whether they stay with the job or quit the first time anything goes wrong.

Friendly, sympathetic staff members, preferably from the same ethnic background as the hard-core, should conduct the orientation. An effort should be made to avoid giving the trainees any sense that they are being rushed; they need more time than the average employee to adjust to a strange work setting. What needs to be communicated is that the staff is interested in helping them understand where they fit into the company's scheme of things.

A tour of the plant is a good place to begin. This should include pointing out the general area where the new employees will be working. It is helpful to have the trainees meet the supervisor and other people with whom they will be in contact in their daily activity. If the plant is unionized, the new workers should meet the union representative so that they can learn about the union and how it functions.

Orientation typically includes information about the company's rules, regulations and benefit programs. A number of companies have printed simple flyers or handbooks so that the new worker can take a copy with him to read on his own time. However, some companies have found that a too-detailed explanation early in the game adds to the trainees' confusion. They believe it is more useful to spread the information over a period of weeks so that it can be absorbed gradually.

Companies hold that the importance of safety should be introduced in the orientation program. Since most trainees lack familiarity with the industrial setting, they may not be aware of safeguards that most workers take for granted. Following the orientation period, the need for safety should be regularly reinforced until it becomes second nature to the new workers.

Some companies that have a more extended orientation period have set up group sessions, run by staff members with special competence, to help the trainees express their concerns about any problems that might contribute to their having difficulties at work. In more and more companies, this is becoming an on-going process. The hard-core individual is enabled to open up and talk about whatever is hampering his efforts to become a productive employee.

Besides the hard-core, it is also crucial to orient foremen and other employees regarding the importance of their role in helping the disadvantaged worker make out on the job. This is discussed in Helping Supervisors Develop Sensitivity on page 15.

If the foreman has carried out his responsibilities effectively, other workers are less likely to present problems for the trainees. As touched upon earlier in this report, top management in some companies has met with the entire workforce to help them understand the company's program and their obligation to aid the disadvantaged worker in adjusting to his job.

Use of Discipline

Living in the slums takes its toll in many ways. Many ghetto residents are forced to lead essentially dis-

organized lives, surviving on a day-to-day basis. Others "make out." This may entail anything from gambling to involvement with drugs.

Obviously, such behavior is not immediately altered by simply becoming part of the world of work. From the beginning of their employment, many hard-core persons need help in their attempts to overcome long-time patterns of resistance to authority, ignoring clock time, and, in general, functioning as independent operators with no sense of how their behavior affects others. But given sufficient time and direction in the industrial setting, their relationships with other workers and with the managerial staff tends to shape the responses of many of the employees from the slums.

How company staff "comes on" with the hard-core is crucial. It is important that the hard-core worker sees staff as fair but firm, considerate but not open to manipulation. Company policy regarding drinking, gambling, drug usage, lateness, absenteeism, etc. must be made clear, starting in the orientation phase.

The "trick" is to enforce policies with discretion and sensitivity. For example, a hard-core worker who showed up drunk on the job was reprimanded. When this recurred the following week he was given an ultimatum: get help or be fired. Choosing the former, he accepted referral to a clinic, where he obtained sufficient help to keep his drinking under control.

Not all cases end on this note. Drug usage can be a more difficult problem. One company executive relates that his staff became aware that a hard-core trainee was a drug user. A staff member managed to get this man into medical treatment, but when it became evident that he was unable to break the habit, the company had to let him go. In the exit interview, this man was referred to a local community agency for help. A number of companies now routinely refer an employee with persistent problems to a social agency. Then, if his employment must be terminated, at least the agency can continue working with him.

Training: Pre-Vocational and On-the-Job

Training workers is no novel experience for most companies; virtually all new employees need at least a basic introduction to their job surroundings even if they are highly skilled and experienced. But training the hard-core is another story. In many instances, the reading, writing and math skills of hard-core persons are not sufficiently advanced to allow them to perform anything more than elementary tasks.

Unfamiliarity with the responsibilities involved in holding a steady job generally requires training in self-discipline as well as special assistance in coping with the bewildering number of rules and regulations facing the new employees. Skill acquisition and upgrading are obvious components of a well-rounded training program.

In general, training of hard-core persons encompasses two major phases—pre-vocational or vestibule training and on-the-job training (OJT). After the OJT phase, the worker has reached a point where he should be able to function adequately on his job.

The training components going into a hard-core program and the time span they cover vary widely from company to company. Factors such as the complexity of the job for which the employee is being trained and the speed with which he learns play obvious roles. Also the philosophy behind programs differs. In some companies, for instance, it is felt that the disadvantaged worker should be joined with the job as quickly as possible. Only the barest essentials are covered in the pre-vocational phase, with more formal learning taking place after the employee is working productively. In other companies, pre-vocational training is relatively lengthy, sometimes covering basic education and extended world-of-work orientation. These companies believe that hard-core persons need this extra time to become acclimated to their new environment before moving into on-the-job training.

Between these two positions on timing, one company has instituted a well-defined two-week vestibule training program in which the time is divided into roughly three equal parts—adjustment to work, general knowledge, and acquisition of basic work skills. In the adjustment-to-work phase, the men are helped to work through personal difficulties that might interfere with their functioning on the job. General knowledge refers essentially to information about company policies and benefits, and the availability of community services offering assistance in handling financial, medical or other such problems. Acquisition of basic work skills involves simple assembly training, designed to give the hard-core employee a series of success experiences in order to build up his self-confidence.

Company hard-core programs also differ in who does the training. In some instances it is handled entirely by internal staff; more often, parts of the training, such as basic education, are contracted out to other organizations.

To determine what to farm out and what to do internally, it is generally useful to start by evaluating the company's present training capabilities and then take a careful look at the resources available in the community as well as those that may be purchased from organizations specializing in various aspects of training.

In some programs, the pre-vocational training takes place outside the plant. A Concentrated Employment Program, a community action agency or a wide

variety of special programs may be used to ready the disadvantaged person for the labor market. This procedure is sometimes referred to as a "feeder" operation.

Following the pre-vocational phase, the employee enters a period of on-the-job training in which he is actually performing a regular work assignment. During OJT he is applying and reinforcing the knowledge, work habits, and basic skills that he learned in the preceding training phase. The intensive supervision he receives during this period helps him become a productive worker.

Whatever the length, depth, or location of the various phases of training, companies suggest some basic guidelines for anyone planning to set up a hard-core training program:

- The typical classroom setting should be avoided. For disadvantaged persons it tends to evoke memories of past failures. Preferably, classes should be small and informal, with seating around a conference table rather than at the traditional desks. Some companies use titles such as instructor or advisor rather than teacher or counselor, again departing from traditional patterns.

- The content of all training components should relate to the job itself. For instance, traditional reading materials, with their white middle-class orientation, do not motivate the hard-core to improve their reading skills. If the hard-core person does not see a relationship between what he is learning and the opportunity to progress in his training or in his job, the whole thing may look like another exercise in futility.

- Instructors should be careful to take nothing for granted. What might seem too obvious to mention to a regular employee may well need spelling out for the hard-core trainee. All instructions should be clear, simple, and precise, with no extraneous material included.

- The program should be designed so that learning is packaged in small units, with each successive step reinforcing what has previously been learned. When the trainee completes a unit, his success should be immediately rewarded in some concrete fashion.

- The hard-core person should be able to see where the learning steps will take him and what he can look forward to when he completes his training. He is then more likely to make the commitment to stick with it.

- Companies stress that it is extremely important that the hard-core person begin to have a sense of controlling and directing his own life. This often leads to his being able to accept greater responsibility for his own actions, including his performance on the job.

Helping Supervisors Develop Sensitivity

Sensitivity or empathy training to help supervisors and other employees work effectively with the hard-core who are now moving into the workforce is a very recent development. Most programs are less than a year old; some are sponsored by community organizations, some by individual companies. Yet this kind of training is increasingly viewed as a vital component of any successful effort to employ and retain the hard-core. Since many companies are seeking information on how to set up a program to sensitize their own personnel, this section had drawn on as much available data as possible to suggest guidelines. It is based on both existing company programs and on information coming from the expanding field of encounter groups and human relations laboratory training.

As we have seen, special training for people who have never held steady jobs is receiving a great deal of attention. We know that these people not only need to learn specific job skills but they often must obtain basic education and be intelligently helped to cope with the world of work, a world from which many of them in the past have been systematically excluded.

But if the big push to change previously unemployable people into productive workers and participating citizens is to succeed, there is another area of training that is also of prime importance. The existing workforce, including management and laborers, needs training. Whether it is called sensitivity training, empathy training, awareness training, or simply majority group training, the objective is the same: to increase understanding of and concern for people who have lived their lives in poverty and deprivation.

Ideally, after gaining new insights and increased empathy, all employees in a company—from executive to production worker—would become part of the training process, each playing his or her role in helping the disadvantaged person to achieve his potential as a productive human being, and in the process become a more human human being himself.

The consensus is that to accomplish this will require deep commitment as well as a lot of hard and continuing work. Yet the growing recognition on the part of management that some kind of sensitivity training is needed for those working with the hard-core gives rise to cautious optimism. In some instances such programs are already operating, albeit on a modest basis. Since this kind of training is still in its infancy, data on exactly what techniques, what approaches are most effective are still lacking. But even at this point in time we do have some guideposts.

To begin, there is a kind of instant training that em-

ployees quickly comprehend. When the chief executive of a company and his key managers make it unequivocally clear throughout the organization that they are committed to a policy of hiring and training hard-core people and of advancing qualified minority group members as jobs become available, a lot of instant training will occur.

However, if this instant training is to be truly effective, some company executives believe that a participative process is required. In other words, rather than an ultimatum being handed down the line, managers bring their work groups together to discuss how the company can best implement its policies concerning hiring and training the disadvantaged. In this kind of setting, employees are often able to express any anxieties they may have about the security of their own jobs. Once this is dealt with, useful suggestions are often made regarding the program, which tends to deepen the commitment of those participating.

At least one executive suggests that discussions such as these, held throughout an organization, are probably the most effective means of preventing a white backlash problem. He says, "When the process of communication is non-participative, the least you can expect is passive sabotage. But when people participate in formulating a program, they often develop a sense of ownership. It becomes *their* program, not just the company's. They have a real stake in making it work."

But crucial though this is, something still more is needed.

From the Supervisor's Vantage

Look at it from the supervisor's point of view. What does he actually face when hard-core people who have never held steady jobs are suddenly part of the workforce that he supervises? In the first place, they are different from the people he is used to supervising. He finds he must spend an inordinate amount of time, as he sees it, instructing them in the simplest work procedures. Even with this extra attention, their production is low and their rate of errors high. They are often late to work. They are often absent without calling in. Their wages are frequently garnisheed. Furthermore, many of the regular employees resent these people and are not reluctant to cause them trouble when the opportunity arises.

The supervisor has been trained to get out production and keep costs down. How can he do his job with all these new headaches? Clearly this is no supervisor's dream—it's more like a nightmare.

Most people involved in sensitivity training for supervisors believe it is essential that management, in the person of the supervisor's boss, makes it absolutely clear that supervisors will be tangibly rewarded for their efforts to train hard-core employees on the job. Supervisors cannot respond adequately to the new employees' need for extra time and attention if *their* bosses expect production as usual. The two are initially incompatible.

Beyond this, most people agree that special training needs to be provided to increase the supervisors' understanding of and real concern for hard-core people. As one Negro recently put it, "Whitey has made it so cold for Blacky, so cold, that we feel shut out. Make us feel wanted. Give us work that is up to our capabilities. Respect us. And we'll do a hell of a job."

How does empathy training build such respect, such concern?

Tell It Like It is

To begin with, employees need factual information. Most middle-class white people have no real conception of what it's like to live in the ghetto or what it's like to be trapped in poverty, or what it's like to have a black or a tan or a yellow skin. These facts of life need to be brought home to the majority of employees. And it is probably best that they get these facts in their own community if possible. When supervisor K gives new employee Joe a dressing down for being late, let him be aware of the house Joe lives in, the block on which the house stands, the distance Joe has to travel each day to and from work, how long it takes him, and so on.

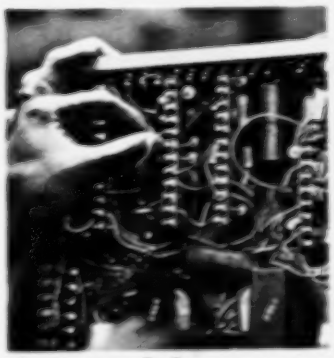
This may be accomplished by asking articulate minority group spokesmen who live in the ghetto to "tell it like it is" to groups of supervisors. Slides or a video tape presentation giving the views of minority group members can also be useful. In the latter instance, the tape can be played back as often as desired; and simple instruments can be constructed to enhance learning from the tape.

The white supervisors might also visit the ghetto—to feel it and smell it as well as to see it—accompanied by a ghetto resident who can help them understand what they're looking at. This might lead directly into a discussion of what the supervisor can expect from hard-core job trainees—their language, their dress, their unfamiliarity with the whole industrial scene, their difficulty with clock time, and the need to spend extra time in explaining the work to them.

What Are Your Feelings?

But factual information is not enough. The assumption is made that in today's climate of violence and mistrust between races, it is the unusual supervisor who is sufficiently free of prejudice to be able to see minority group members as individuals. Most of us are afflicted with stereotyped vision. We need to discard our one-dimensional glasses and take a new look at ourselves and the people around us. One small example suggests the dimensions of the problem. When a personnel director asked his supervisors to give him the names of their most able men who might have supervisory po-

tential, he noticed that Bill's name was missing. Bill, a Negro, was well known as an outstanding worker. Asked about this, the supervisor readily replied that he'd just never thought of Bill as making it into the supervisory ranks, even though he acknowledged he was qualified. "That supervisor is not a prejudiced man, in the usual sense of the word," the personnel director added. "But to the black man, he's just one more example of how Whitey keeps the Negro down." Bearing this out, many companies find, on closer examination, that a large number of minority group people are overqualified for their present positions. When job openings occurred in the past they were consistently overlooked.



Whatever the extent of prejudice in an organization, if empathy training is to get results, it is important that supervisors and other employees are encouraged, in an appropriate setting, to openly express their feelings without fear of reprisal or rejection. Once these feelings are out in the open, it becomes possible to deal with them rationally, and then perhaps to modify them or even change them.

The most likely vehicle to accomplish this is the small group—10 to 12 people with a trained leader, in a setting that allows everyone to participate. The leader's role is to help the men express their feelings whatever they are—anger, hurt, fear, anxiety, shame, disgust.

Once expressed, the leader and often other group members can help the person understand why such feelings might have come into being and look at their relevance in today's world. The emphasis is on honest expression of feelings and attempts to understand them.

Small groups may also utilize the concept of experiential learning—that is, a situation is set up so that the person actually experiences what it's like to be black, to be Puerto Rican, to be poor, to be a failure, to be always put down. Role playing, psychodrama, the use of black and white masks to reverse roles are some of the techniques being successfully employed to increase empathy for the poor.

Much More to Come

Some of the people working in this area stress their belief that "we're just at the beginning." In the next year or so, they are convinced that new and powerful techniques will be developed to help cope with the problems of prejudice. For instance, the nonverbal approaches being successfully utilized today in encounter groups and advanced laboratory training are seen as particularly relevant in our attempts to break through the artificial barriers that separate one man from another.

Confrontation is another aspect of empathy training that needs to be stressed. At some point, the majority group members must be confronted by, and must confront, minority persons. This could involve two people plus a trainer, or it could take place in a small group session. For instance, a Negro and Puerto Rican might at some point join the group of supervisors who are expressing their feelings about prejudice. Whatever the procedure, the important thing is that communication—at a feeling level—begins to be established between members of the two groups. When this happens, there is a basis for building understanding and respect.

Does it sound easy? It's not. A long, on-going process is required. And while a company may be well advised to get outside assistance in providing empathy training, the real on-going everyday work must be performed by the employees themselves if the program is to be more than window dressing.

As one executive has put it: "The potential of each person to help or to harm is staggering. A mean word, an angry look, a turned back speak volumes to the hard-core employee who is attempting to move into a world that has never welcomed him in the past. On the other hand, a smile, an understanding pat on the shoulder, a kindly word also speak volumes. Every employee who has any contact with these people—in the cafeteria, in the washrooms, in the hallways—can make a difference one way or the other. That's why all our people need to understand that they are part of this company's effort. We need everyone's help."

Train the Trainers

Recognizing the importance of on-going sensitivity training to any program that seeks to get unemployables into permanent jobs, the National Alliance of Businessmen is sponsoring a series of workshops designed to "train the trainers." NAB pledge companies in each of the 50 cities will be invited to participate in one-, two-, and four-day workshops which will train people to run on-going sensitivity programs in their own companies. Also the Labor Department's Manpower Administration contracts, which reimburse companies for the extra expense involved in training hard-core people, cover sensitivity training for supervisors.

But many companies are not part of the NAB JOBS program. Some of them no doubt will see the need for having their own empathy training. For those looking for help, an informal survey of company executives who have been involved in such training programs suggests some guidelines:

- Top management must communicate, throughout the organization, its unequivocal stand on hiring, training, and upgrading the hard-core and other minority group members.

- The person administering the program should be sensitive and knowledgeable about minority people and their problems and have some background in group dynamics. If you don't have such a person on your payroll, hire someone with the requisite qualifications.

- When possible, all parties concerned should be involved in the training design.

- Relationships should be established and maintained with various community groups that deal with minority people and the poor, such as the Urban League, the local anti-poverty agency, and other organizations representing minority people. Advice and counsel from these sources can be very valuable.

- A well-chosen qualified outside consultant(s), particularly members of minority groups, can be a valuable resource, especially in the early stages of the program.

- The program itself should be on-going, innovative, and flexible. As new techniques and approaches become available, they should be incorporated into the program. A program that is conceived as getting the job done in a month, six months or any stated period of time is unrealistic. Empathy training should continue as long as there is any need for it.

- Hard-core employees should themselves be involved in training the majority.

In regard to this final point, a number of people involved in hard-core programs stress the importance of getting the majority to understand that minority people have many things to offer middle-class white America. It is a two-way, not a one-way street, they say. This view was eloquently stated by senior editor George B. Leonard writing about black America in a recent issue of Look magazine:

"The Negro culture has flaws . . . but it also has qualities this country now desperately needs. In the ghettos, you can find a rare sense of community and brotherhood . . . just what is lacking in white suburbia. Pallid and sterile, the suburbs could use a large portion of what the Negro calls soul . . . Indeed, the flowering of Negro culture—in literature, the arts, and the politics of feeling—can enrich all of American life . . . "

Industry, if it wishes, can play an important role in bringing about such an enrichment.

Support Services: Preventing Job Dropouts

A recent article in the Wall Street Journal reviewed the experience of a large company that began employing sizable numbers of the hard-core in some of its plants in the Chicago area back in 1963. The article underscored the difficulties that the company initially faced. The staff was simply not prepared to deal with the many problems posed by new workers who were different from the employees that personnel and shop people were familiar with. The result was high turnover and severe discipline problems that included excessive latenesses and unexcused absences.

Gradually, however, management got a "handle" on the situation and built the necessary support services into their operation. Eventually, what had been a fundamentally negative situation was converted into a positive one. The company now plans to hire hard-core workers in other locations, incorporating the programs that were successfully developed in the Chicago area plants.

Support services need stressing because they play a key role in cutting down hard-core job attrition. Since they are key elements in the process of enabling the hard-core worker to succeed on his job, their inclusion in a program helps to answer the perennial question, "These guys are here one day and gone the next. How do I keep them from disappearing?"

There will, of course, be tremendous variance in the support services offered by companies of different shapes and sizes, located in different parts of the country, faced with different local, ethnic, and economic considerations, some with Manpower Administration contracts,* some without.

A brief description of various support services may help you adapt one or more of these techniques to fit your particular situation. Each has been successful in reducing turnover, absenteeism and lateness; each has helped the hard-core worker adjust to his job.

Buddy System

Perhaps one of the earliest attempts to build in supports was the use of the "buddy system," which pairs mature, sympathetic workers with newly hired workers on a one-to-one basis. As problems arise on the job, the hard-core trainee has someone to whom he can turn when he needs specific help, understanding, or reassurance. In some instances the seasoned worker has gone so far as to help the trainee get to the job on time or assist him with personal problems that might otherwise interfere with his coming to work. For this approach to be successful, it is important to involve men from the regular workforce who really want to

*A National Alliance of Businessmen's program, funded by the Labor Department, that reimburses companies on a contractual basis for the extra expenditures required to hire and train the hard-core.

play a part in aiding the disadvantaged employee to make out on the job.

Job Coach

Another successful support service used by a number of companies is the "job coach" concept. This concept has been refined to a point where it is now recognized as one of the most effective ways to crack the problem of keeping the chronically unemployed individual on the job. The essential ingredient here is to have the job coach stay in close contact with both the hard-core worker and the employer. Sympathetic and dedicated to helping the employee, the coach is also aware of the realities of the work setting. He functions, in a sense, as a "broker"—bringing the two parties together for mutual gain.

In most cases, the coach is associated with a community agency that works with the hard-core. Also some Employment Service units have adopted the coach concept as part of their programs to place the hard-core in steady jobs.

Successful job coaches have a variety of backgrounds and need not be "professional." The underlying characteristic of a successful coach is a capacity to work with people honestly, sympathetically and realistically—whether they are unemployed persons from the slums or management and supervisory personnel.

The job coach keeps close tabs on the new employee and offers him encouragement and assistance with any problem (family, legal, medical, etc.) that interferes with the person doing his job. At the same time he stays in touch with the appropriate company personnel, particularly the supervisor who reports on the trainee's progress. The coach, in turn, offers whatever guidance he can to the supervisor concerning the most effective means of helping the worker. In some cases, the supervisor gives the coach regular reports that provide a basis for charting the worker's progress and pinpointing his problem areas.

The coach attempts at all times to be on top of the situation and to move in on problems before they get out of hand. Companies report that the performance of persons seen regularly by a job coach is superior to that of individuals not receiving personal attention. Some company officials frankly state that without the constructive involvement of this third person they most probably would have terminated some hard-core workers who later turned out to be good employees. A number of them have been sufficiently impressed to request that the job coach be located on the premises so he can be more deeply involved with the program on a day-to-day basis.

Nothing is fixed or static about the job coach concept. Several variations are presently being used and more will undoubtedly be developed. Even the name is a convenience; various titles are assigned to people doing essentially this kind of job.

Volunteers

Another approach to offering special supports to hard-core workers is the use of volunteers. These volunteers come from both the white and black communities. The volunteers assist the trainees after working hours with problems that interfere with their functioning on the job.

The value to be gained through the involvement of volunteers is worth thoughtful consideration. The use of citizens of goodwill, eager to participate on their own time in helping others, is a relatively untapped resource.

For a description of two different types of volunteer programs see Appendix, pages 26 and 27.

Aid from Company Personnel

Staff members assigned to work with the hard-core often find themselves increasingly involved with problems requiring assistance that goes well beyond what is usually provided employees.

Not only do hard-core workers come to their jobs with many unresolved personal difficulties but they also have to contend with new problems daily. In various companies, staff members caught up with the challenge of helping these employees adjust to their jobs have taken on such assignments as appearing in court on behalf of employees, working out financial arrangements to prevent garnishment, and helping to get family members into a hospital.

Counseling

Some companies have had reservations about hiring the hard-core because of the problems the disadvantaged resident of the slums brings to his job. They cannot see the work setting as a place for "troubled" people.

In practice it turns out that, while many of these individuals do have their share of special problems, with foresight and planning they can be helped to become satisfactory workers.

Increasingly, it is found that work itself is therapy. Most disadvantaged persons can be helped to relate positively and productively to their work with the aid of nonprofessional support services, such as those just outlined.

However, there will be some individuals whose personal difficulties require professional attention if they are

to find their way toward productive employment. This is where counseling can play an important role. Usually a counselor will have professional training which equips him to help the individual explore, in greater depth than could or should be done by the job coach or a volunteer, some of the factors leading to his difficulty in coping with the job.

A counselor may be assigned to work with roughly 15 to 30 trainees. He may meet them individually or in group counseling sessions. The group provides an opportunity for workers who have problems to share their feelings in a non-threatening setting. They can be helped to face and understand their fears and conflicts and hopefully be freed from some of the inner pressures that bog them down.

Counselors are generally available to all the hard-core in the plant. Many trainees who are getting by can well use the opportunity to talk with a skilled counselor to clarify some of their misconceptions and to better understand and control their feelings.

By and large, companies offering a counseling service say they have been amply repaid in terms of increased morale and, many feel, increased productivity.

Legal and Financial Advice

An increasing number of companies are finding it worthwhile to provide information on credit buying, legal matters, and consumer education. In some instances outside experts are brought in to present specific information. For example, a representative of the Legal Aid Society may alert the new employees from the ghetto to the availability of his agency's services should they need legal counsel.

The poor person confused by the intricacies of credit buying, interest charges etc., most often overextends himself financially and is caught up in a morass of indebtedness. In addition, he is frequently confronted with the threat of garnishment.

Helping disadvantaged persons to use their income wisely might start in the orientation period. After that, company staff, community agency workers, or volunteers can assist these employees with their financial problems on a continuing basis, as needed.

Child Care

A long-time vexing problem in many companies is the high rate of absences and turnover of female employees who have to provide care for their children while they are at work. What is particularly frustrating is that many of these women are highly motivated and productive workers, who want nothing so much as to continue to earn the wages they so badly need. Working mothers use much ingenuity to find suitable persons to care for their children while they are at work. Arrangements are made with relatives, friends, and neighbors on a paid or unpaid basis. In addition, when available, settlement houses, nurseries, public and private agencies are made use of.

Still the problem remains. Too often, the helping person is not able to follow through, and the mother is forced to stay away from work to care for the children. Community child care facilities are scarce, crowded and sometimes difficult to get to.

Industry, which has found itself moving in directions it would have considered very strange not too long ago, is now taking a closer look at the possibility of being directly involved in day care centers—if only to keep needed competent workers from having to leave their jobs. Some companies have already taken such a step.

Companies may wish to tie in with other groups in the community or explore the availability of public funding as a means of developing a child care program that has importance for the community as a whole as well as for working mothers and the company.

For a description of a company's involvement with a child care center, see Appendix, page 28.

Reaction of Regular Workforce

As companies become creatively involved in developing strategies and techniques to enable the hard-core to adjust to their jobs, concern is sometimes expressed about the reaction of the regular workforce to the special treatment accorded the new trainees.

Early in this report, reference is made to the importance of involving all company personnel, top to bottom, in developing a successful hard-core program. Sensitivity training for supervisors and other employees is also cited as an effective approach to help employees gain an insight into the lives of the hard-core. Hopefully, as a result, they then become part of the process of assisting the new workers from the slums to become productive.

But instances inevitably arise where a segment of the regular workforce is obviously dissatisfied with the attention being paid to the newly hired hard-core workers.

How does a company counteract this reaction?

A firm and unequivocal stand by management, which spells out in detail the minimum expected of all employees in implementing the company's hard-core program, is a necessity.

While no one disagrees that a firm stand must be taken, a number of companies have concluded that the regular workforce will cooperate more wholeheartedly if they

also benefit from the company's hard-core program.

Some programs are now designed to provide positive gains for the regular workforce as well as the hard-core. As one personnel director put it, "We have backed into a new managerial technique." He explains it this way: "We found that a smaller percentage of hard-core trainees were leaving their jobs than were newly hired non-disadvantaged workers. So we come to the conclusion that the extra attention provided by staff, along with special support services, would be good for *all* employees, not just the hard-core.

"Toward this end, our staff has become increasingly attuned to approaching each employee on an individual basis, in terms of his particular strengths and limitations. We believe that because we are now responsive to the needs of all our workers, the company has cut down on job dropouts, across the board."

Awards for Performance

The hard-core, as this report stresses, have tasted failure too often. They not only need to experience success but also to be assured that the company appreciates their achievements and gives them concrete recognition. For the chronically unemployed person to stay with a job long enough to become a respected member of the regular labor force *is* an achievement.

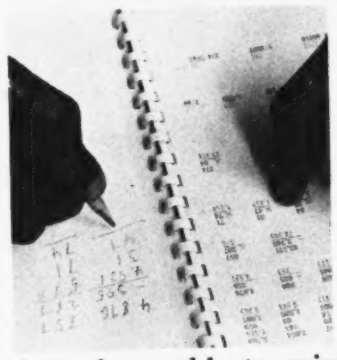
Pay increases and further skill acquisition leading to eventual promotion are generally the rewards for tenure and achievement. But one company that established an operation in the slums has added something extra. After six months of satisfactory performance on the job, a worker receives a written commendation. At the end of the first year he receives a special pin. Men who are trained to be supervisors get a certificate after successful completion of their training.

In the overall picture, such rewards may not seem important. But the advice is not to sell this concept short. Middle-class whites may joke about a pin or a gold watch received from their employer. But underneath the levity there is often a feeling of a closer bond with the company, which is no longer seen as quite so impersonal. Some imaginative form of tangible reward for achievement may help the disadvantaged worker to develop a feeling that he belongs.

Significance of Upgrading

An increasing number of companies involved in hard-core programs have concluded that hiring and training are only the first steps in the process of effectively employing the disadvantaged. If these employees are to feel they have any real future in the organization, job upgrading must be a reality for them. They need to know that good work performance can lead to higher wages and greater job responsibilities.

Some companies, however, have focused so exclusively on the hiring process that they have given little thought to the possibility of upgrading hard-core workers. Others, on the other hand, have already set up programs to assist these new employees to increase their skills and move ahead in the organization as they become qualified. As one executive put it, "This not only provides us with needed skilled workers but also opens up entry-level jobs."



In many companies, skilled jobs remain vacant for lack of workers with the minimum required education. To meet this problem, special programs of basic education are being offered in-plant to unskilled, undereducated employees. In a matter of some 160 hours' instruction, many employees have been able to raise their language and arithmetic skills three to five grades. As a result, companies have been able to upgrade these men into skilled positions.

A number of systematic approaches are being used to encourage upward mobility. One example is an open job-posting system, in which the company posts all job openings and their requirements in an accessible location. This has the two-fold effect of enabling those who feel they meet the qualifications to bid on the job and of letting others who do not have the qualifications see what they must do to prepare themselves for future openings.

While posting unquestionably increases upward mobility and encourages employees to learn new skills, it also requires real commitment on the part of the company if it is to work. For instance, it is essential to fully explain to those who apply but do not get a job why they were passed over and suggest how they may improve their chances for promotions in the future. A successful posting system requires a skilled and dedicated staff and is generally buttressed by a wide variety of advanced training programs.

Whether the investment required to establish and maintain a posting system is seen as worthwhile obviously depends on the individual company. But there is general agreement that companies involved with the hard-core should develop methods that will encourage employees to more fully realize their potentialities in the work setting.

For employees with drive and ability, dead-end jobs engender only frustration and despair and result in high turnover, absenteeism, and lateness. This sense of frustration was recently expressed by a hard-core Negro employee in a large plant: "If Whitey thinks it's enough to get me in a job, to get me to work every day, I've got news—it's not enough. If I'm not accomplishing anything, if I'm not getting anywhere, it's the same as welfare. Unless 'the man' can make me feel I'm doing something, that I'm part of something real, he can forget his job."

Data Collection and Program Evaluation

Staff people involved in efforts to employ the hard-core through community programs sponsored by public or nonprofit agencies have had difficulty keeping adequate day-by-day records of what happens to the trainees. The importance of disciplined record-keeping seems to have been lost in the excitment. As a result, valuable data that could have pointed up lessons for the future were sometimes not recorded.

Several companies, aware of the importance of data collection, are determined not to repeat that mistake. Staff members intend to capitalize on everything that happens in their hard-core programs; they will learn from their failures as well as their successes.

In one instance, a personnel director, responsible for his company's hard-core program, points out that his staff is keeping a "diary" in which all pertinent details and events are noted for future reference. The program is far enough along for him to realize that an incredible number of "happenings" occur daily which are enlightening as well as challenging. He feels the diary will serve a variety of purposes, from having public relations value to helping to chart a more fruitful long-range program.

By setting up a system for documentation of facts and figures, staff with the necessary expertise can make a valuable contribution. If further research capabilities are available, a research design can be developed to test some aspect of the process entailed in successfully employing the hard-core. How elaborate the design depends on the resources at hand.

Consortium: Assisting the Smaller Companies

Smaller companies often state that their limited training facilities make it difficult for them to adequately prepare hard-core persons for employment in their plants. One answer to this is to work out a cooperative relationship among a number of companies. In this arrangement, training is centralized in a separate newly formed corporation or an existing agency or commercial organization or in one of the larger companies. The financial problems involved in training become manageable when companies tie in with a consortium.

A consortium permits groups of smaller companies, not normally involved, to participate in the business community's effort to put people to work in meaningful jobs. Also, by joining forces, the probability is increased that the new employees will be effectively trained, thus making it more likely that they will succeed on the job.

An example of a well-thought-out consortium plan appears in the Appendix on pages 29 to 36.

Role of Motivation

As companies become involved in employing the hard-core, they are faced with the reality of turning a proposal on paper into a successful action program. As problems inevitably arise, sooner or later the cry is heard, "But how do I go about motivating these men?"

Unfortunately, there is no simple solution, no shot in the arm that injects motivation into the bloodstream. This does not mean, however, that there is nothing a company can do to motivate employees. In the most basic sense, *everything* a company does—and many things it does not do—determines the extent to which the hard-core workers will be motivated. This is essentially what this report has tried to cover—all the elements that go into creating the "climate" of an organization.

For instance, if hard-core workers perceive the work situation as one in which they are set up for failure, they will have little motivation to stick with the job. To become productive workers they need appropriate experiences and special encouragement which lead to a feeling that they can succeed.

What most hard-core workers are after is fundamental: a good income, a steady job, and the opportunity to move ahead. If the job pays little more than welfare, or if the hard-core employee can make much more "hustling," his motivation will probably not be strong enough to keep him working. On the same score, if the newly hired employee gets the impression that he will have little chance to move from his entry-level job—that it is essentially dead-end—his latenesses and absences are apt to increase. Like the rest of us, he wants work that is meaningful.

Beyond these basics, companies that have had the greatest success in holding on to their hard-core employees have been those that have an understanding of the special needs of disadvantaged ghetto residents and have set up their programs accordingly. From the beginning, they were able to give these workers a sense of belonging—a sense that the company really wants to help them learn the job and stick with it. Rather than ignore obvious differences, they get the message across, perhaps more through action than words, that their staff members are there to assist the new employees with their difficulties in adjusting to the job.

Further, these companies have a built-in approach that permits the hard-core ample opportunity to get their bearings and to learn their tasks on an incremental

basis, moving one step ahead at a time. An instructor, a foreman, a counselor, or a combination of several staff members are available to the employee to help him weather any difficulties he might encounter.

Should the hard-core worker fall by the wayside it may be difficult to determine whether he failed or the program failed him. In the end, the payoff is likely to be greater if the assumption is made that somewhere along the line the program is at fault. This can result in a more objective probing for possible flaws in the program and then strengthening it where needed.

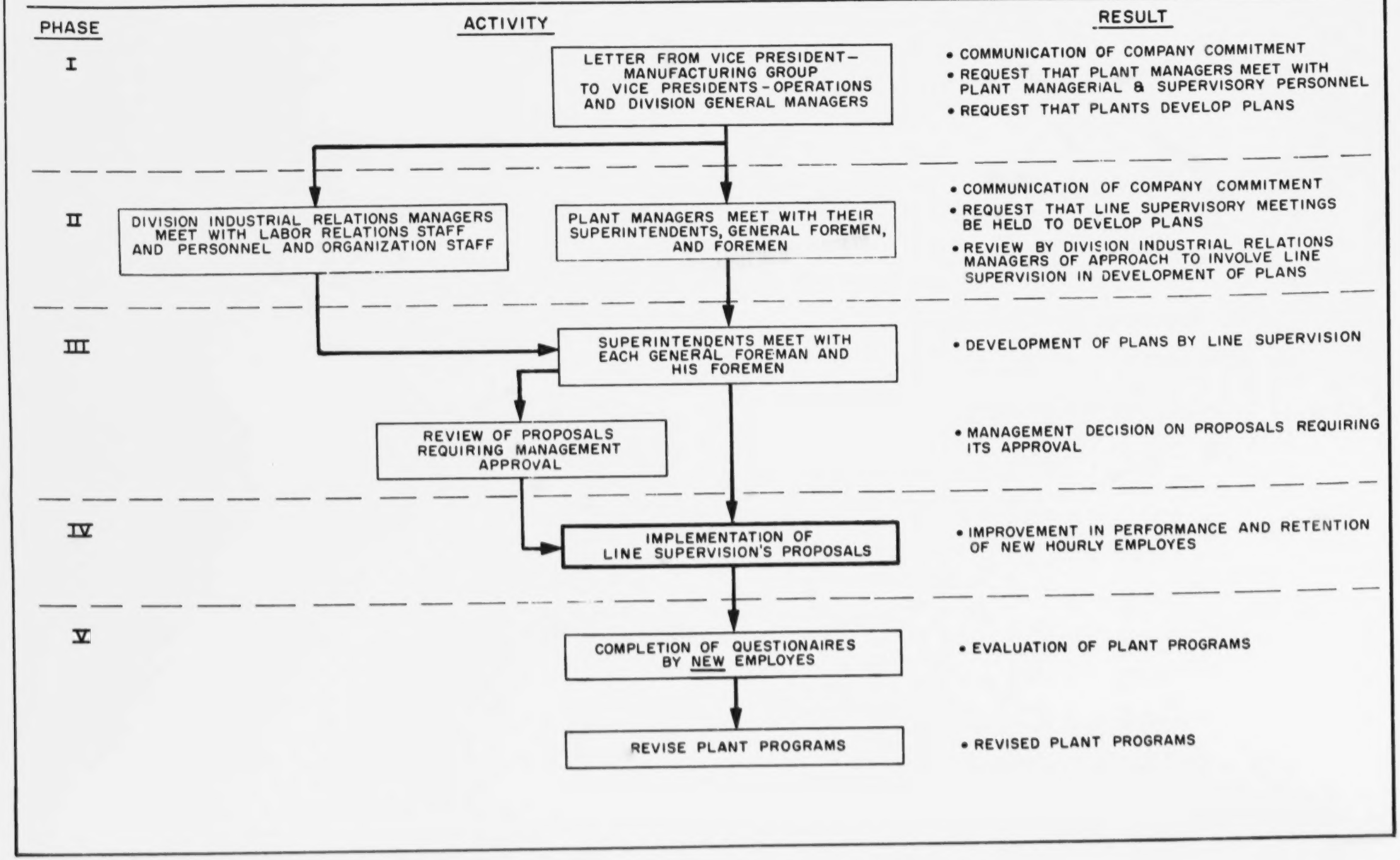
However, companies are not in agreement as to how far they should go to try to catch the hard-core worker each time he trips. Some counsel against "coddling" the men—making them too dependent. Others believe that these employees grow out of dependence to self-assurance and independence. What one man views as overconcern, another man considers a necessary show of interest.

The consensus, however, is that if a company, as exemplified by the staff and other employees, is sincere in its commitment, this will be recognized by the hard-core. The essentially fearful, somewhat distrustful, often angry new worker from the ghetto will begin to feel that the company actually means to help him.

Which brings us back to climate: If the company communicates its understanding and demonstrates its concern, most hard-core workers will be motivated to respond in a positive manner. This is the basic step in achieving the goal of effectively employing the hard-core.

Appendix

A LARGE MANUFACTURING COMPANY'S PLAN FOR HELPING NEW HOURLY EMPLOYEES SUCCEED ON THE JOB


PHASE
ACTIVITY
RESULT
I
LETTER FROM VICE PRESIDENT– MANUFACTURING GROUP TO VICE PRESIDENTS - OPERATIONS AND DIVISION GENERAL MANAGERS
• COMMUNICATION OF COMPANY COMMITMENT
• REQUEST THAT PLANT MANAGERS MEET WITH PLANT MANAGERIAL & SUPERVISORY PERSONNEL
• REQUEST THAT PLANTS DEVELOP PLANS
II
DIVISION INDUSTRIAL RELATIONS MANAGERS MEET WITH LABOR RELATIONS STAFF AND PERSONNEL AND ORGANIZATION STAFF
PLANT MANAGERS MEET WITH THEIR SUPERINTENDENTS, GENERAL FOREMEN, AND FOREMEN
• COMMUNICATION OF COMPANY COMMITMENT
• REQUEST THAT LINE SUPERVISORY MEETINGS BE HELD TO DEVELOP PLANS
• REVIEW BY DIVISION INDUSTRIAL RELATIONS MANAGERS OF APPROACH TO INVOLVE LINE SUPERVISION IN DEVELOPMENT OF PLANS
III
SUPERINTENDENTS MEET WITH EACH GENERAL FOREMAN AND HIS FOREMEN
• DEVELOPMENT OF PLANS BY LINE SUPERVISION
REVIEW OF PROPOSALS REQUIRING MANAGEMENT APPROVAL
• MANAGEMENT DECISION ON PROPOSALS REQUIRING ITS APPROVAL
IV
IMPLEMENTATION OF LINE SUPERVISION'S PROPOSALS
• IMPROVEMENT IN PERFORMANCE AND RETENTION OF NEW HOURLY EMPLOYES
V
COMPLETION OF QUESTIONAIRES BY NEW EMPLOYES
• EVALUATION OF PLANT PROGRAMS
REVISE PLANT PROGRAMS
• REVISED PLANT PROGRAMS

action report

National Association of Manufacturers • 277 Park Avenue • New York, N. Y. 10017

Subject
Employment

Location
Indianapolis, Indiana

The Chamber of Commerce assisted by the Center for Independent Action, formed the Voluntary Advisory Corps, which serves to help unemployed people overcome obstacles that have prevented them from finding and keeping a job. Successfully employed people from all walks of life, serving as VAC Volunteers work directly with unemployed individuals who qualify. Each Volunteer devotes his personal attention to only one candidate at a time. This system assures each candidate the assistance he needs to provide the best possible opportunity to achieve permanent employment. The Volunteer does not obtain a job for the candidate but assists the candidate perfect job hunting techniques and makes necessary adjustments required for successful employment.

The VAC also arranges for the participation of the business and professional community to lend vital support to the Volunteer whenever needed. The unemployed individual who is the object of this program has usually made many unsuccessful attempts at job success. The role of the Volunteer is to help overcome the barriers to employment. VAC Volunteers are active citizens in the community from all walks of life. There are no particular social work skills required for participating in the program. The rationale is that each Volunteer is equipped to help as a professional breadwinner — one with a career who pays bills, deals with employers and fellow workers month in and month out successfully. A number of companies in the community cooperate directly with the VAC in locating suitable candidates. When a person comes to them looking for a job, one which they cannot offer him, a company personnel interviewer asks him if he would like assistance in finding a job. If the person says yes the company calls the VAC Committee Headquarters to turn in his name, address and phone number. That same day a staff member of the VAC calls the individual at his home, informs him that his name has been given as a job seeker and asks again if he would like assistance in finding a job. If the person says yes his name is given to the VAC Volunteer and the process begins.

The Volunteer and the candidate will have approximately eight meetings. The initial meeting will be a getting to know one another process and preparing for job interviews and completion of forms necessary to the job process. The meetings continue all through the job search and continue with a follow-up after employment. The major factor stressed, in addition to attitude and skill requirements, is bringing out the positive factors in the candidate. Training guides are provided to the Volunteer through the staff of the project and through discussions with other Volunteers. Problems in communicating with candidates as well as seeming disinterest and rejection of help may arise. The Volunteer may feel disappointed that his help is not eagerly received. All these kinds of problems are the result of the previous failure and frustrations that the job seeker has had and the reason the Voluntary Advisory Corps is seeking to provide this community service for unemployed individuals. A VAC organization can be set up in any community by a group of business firms or jointly with community agencies.

Pontiac Division Is Hiring the 'Unhirables'

By DICK SAUNDERS

In a striking departure from traditional hiring practices, Pontiac Motor Division is hiring people previously classified as "unemployable."

BARNES

SAMPLES

The new program is a joint venture of the General Motors division and the Pontiac Area Urban League.

It is aimed at replacing despair, frustration and rejection with hope.

It's not the kind of false hope that springs from vague promises. It's solid, tangible hope—employment, the chance to regain human dignity and again become more productive citizens.

★ ★ ★

This is why company and Urban League officials think the program will work.

PREVIOUSLY UNEMPLOYED

To date there are 202 previously unemployed persons working at Pontiac Motor. Another 15 are employed at the Pontiac Fisher Body plant.

"As far as we know, there is no other such program of this size in the nation," said Clarence E. Barnes, executive director of the Urban League.

Barnes feels that Pontiac Motor Division, by participating in the program, is "providing a bold new kind of leadership needed to solve urban problems."

★ ★ ★

There are three integral parts of the program.

RESPONSIVE PARTY

First, Pontiac Motor Division is acting as the responsive party; a major industry seeking to strike out at one of our major urban problems today — high rates of unemployment among minority groups.

Second, the Urban League is acting as a coordinator; trying, with the help of various parties in the Negro community, to reach into the ranks of the unemployed and produce job applicants.

Third is a nine-member follow-up committee. This group is headed by a Pontiac Fisher Body plant employe, Mansfield C. Samples of 185 Raeburn.

★ ★ ★

Those close to the program feel that much of its success will depend on this committee. The purpose of the committee members is to assist the newly employed to make a satisfactory adjustment to their job opportunities.

This is done through counseling and various contacts with the employe at the neighborhood level.

This self-help factor is one of the basic aspects of the program.

The program was initiated about a month ago when Barnes suggested to Theodore B. Bloom, divisional personnel director, that its hiring practices be re-evaluated in relation to the job that has to be done.

★ ★ ★

"Traditionally, our practice has been to hire the best available candidate for the position," Bloom explained.

TRADITIONAL CRITERIA

Traditional criteria include a person's prior employment, arrest and education records, according to Bloom.

"What we've done is reevaluated our prior employment requirements to try and give these people a second chance," Bloom noted.

"Once hired, they're like any other employee. They must follow the shop rules."

★ ★ ★

Only time will tell if the program will be an ultimate success, but results to date are very encouraging.

19 HAVE QUIT

Of 230 hired at Pontiac Motor so far, only nine have been released for unsatisfactory job performance. Bloom pointed out that an additional 19 have quit, some of them to go back to school and finish their educational requirements.

"The fact that we could stir up more than 200 unemployed, proved they were walking around out there and wanted to work," Barnes commented.

He recalled that many individuals in the Negro community wouldn't believe him when he first spread the word about the program.

"I told them I'd open the Urban League office from 8:30 a.m. to noon on Labor Day to assist them in taking advantage of these job opportunities," Barnes said.

"When I got there that morning, there were 18 men already waiting."

Barnes lists communications as one of the biggest obstacles to be overcome and feels the follow-up committee is well equipped to handle that job.

Samples said the committee was "formed by men who volunteered their time to work with the employes to encourage their success on the job.

★ ★ ★

"The committee members have been this route before. They know the frustrations and problems (of the unemployed) and among the nine members, someone knows every worker personally."

Samples feels the program has great promise.

"I've got a lot of faith in it," he said. "I feel it's having a munity. It's workable and good impact on the black commeaningful."

★ ★ ★

Samples feels the program "is a giant step in communicating with the Negro community and finding equity for which the Negro is striving.

"It's a starting point," he said. "We would like to see the other segments of industry and business follow this pilot program and become part of it."

Oddly enough, the program has no name.

"We haven't really had time to think about it," Barnes commented. "We're more interested in results than a fancy name."

THE CHRISTIAN SCIENCE MONITOR

Thursday, July 20, 1967

Firm joins in child-care experiment

By Lansing R. Shepard

Written for The Christian Science Monitor

Government and industry are teaming up to combat an old problem—providing adequate day-care centers for children whose mothers must work.

The problem has long plagued industrial and urban planners. Now a one-year pilot project in Cambridge may point the way to a solution.

Called the KLH Child Development Center, it is a combination school and day-care center. The principals in the project are an industry, a government agency, and a university.

The industry is the KLH Research & Development Corporation of Cambridge, Massachusetts. The company manufactures high-performance home entertainment equipment.

Brandeis, HEW involved

The federal agency is the Department of Health, Education, and Welfare (HEW). The educational area is represented by Brandeis University.

The cost of financing the KLH Development Center is being shouldered by the Children's Bureau of HEW, which will donate $63,995 and the KLH Corporation itself, which will supply $15,180. At the same time, Brandeis University has been given a first-year grant of $26,119 for the purpose of evaluating the project.

The development center is unique in that it goes beyond the ordinary concept of the day-care center. Most of these institutions are strictly custodial in nature—keep the children occupied until the parents can come to pick them up.

The KLH Center is, in fact, a school for the children of KLH employees. The present plan calls for a professional staff of four teachers and eight aides to teach a maximum of 60 children between the ages of 2 and 6 years. The school will be located within a block of the factory and is expected to operate on an all-day, year-round basis.

Nonprofit setup planned

The center will be a nonprofit institution, owned and administered by the parents of those children attending the school. Parents will pay a sliding-scale tuition based on the ability to pay. Total cost per child per week is expected to be at least $35.

The first year's grant is primarily intended for planning, preparation, and teacher training. It is hoped that by the beginning of September, 1968, the center will be fully established and operating.

The project was inspired mainly by the need of KLH employees for better child day-care. Of the 800 employees of KLH, half are women, who in many cases are the heads of their families.

Because of the lack of satisfactory "baby-sitting" arrangements for their children, these people are forced to take time off from their jobs. In some of the more critical cases, the parent was actually forced to quit the company and seek some form of public assistance.

At a recent press conference, Dr. Martin W. Spickler, HEW's Children's Bureau chief, emphasized the fact that the KLH project was primarily aimed at solving this problem.

"Practically every survey we have ever taken," Dr. Spickler said, "has shown that women on welfare because of commitments at home would go to work if given the chance."

"Some of the stories one hears of children placed in locked cars or basements while their parents go off to work are enough to curl your hair. Something definitely must be done about this."

It is recognized that there are 12.3 million children under 14 years of age who have working mothers. Day-care facilities can at present handle only 350,000 of them. Only 2 percent are in group care.

If the Brandeis team finds the project to be a success, the implications are that the program will be expanded to other companies.

A Consortium to Hire and Train the Hard-Core Unemployed

WHAT AND WHY

The consortium is a collection of companies - small, medium, and large - banded together with a common goal - the hiring and training of the hard core unemployed in the greater San Francisco and San Francisco Peninsula area. It has been formed to provide a simple mechanism by which these companies can join in the program of the National Alliance of Businessmen; participate in a contract with the U. S. Labor Department, which is the contracting agency under which the additional costs of preparing these unemployed persons to take their places as regular members of the company work force are to be repaid; reduce - in fact, essentially eliminate - the financial investment of any participating company; and at the same time, increase the probability of success in permanently retaining the trainees.

WHO CAN JOIN

Any company with the desire to provide entry level openings in meaningful job categories for these unemployed persons; with the willingness to waive entry requirements not absolutely necessary to performance of the job; with the patience to give the trainee a chance to bring his performance up to the norm of the average worker within a reasonable period of time; and with plants in the West Bay region from San Jose through San Francisco and Marin County.

HOW WILL IT WORK

The program will be operated in two basic sections, a pre-OJT (Pre on-the-job training) period of from four to eight weeks; and an on-the-job training of from four to 20 weeks - the range representing the difference in complexity in the entry level positions expected to be used by the participating companies. During the pre-OJT period, the trainee will be trained in the central facility of the consortium; during the OJT period, the trainee will be in his regular work position at the member company plant.

During the pre-OJT period, trainees will be members of a class of four to six, all being trained in a single work category. Each trainee will be on the payroll of a particular member company, and will receive his paycheck from that company. All trainees will receive the same wage during the pre-OJT period - that wage is estimated at $1.75/hour at this time. This period will be used for medical examinations, remedial education where required, preliminary vocational training, legal and financial counseling, and will generally address the basic problem of preparing the trainee so that he can perform in an acceptable manner when he appears on the company floor. The pre-OJT period will be handled by Lockheed Missiles and Space Company, who will provide all necessary facilities and staff. Included in this period will be a short training session for the company supervisors to whom each of the employees will report when the OJT period begins.

During the OJT period, each trainee will report to his parent company and enter the OJT portion under the immediate supervisor involved. His counselor at the consortium will be in contact with the trainee and his supervisor during the initial adjustment period to assist in any problems which may develop.

Trainees will be selected to match needs of a job as closely as possible, and to minimize transportation problems. Trainees will be recruited from organizations in the West Bay areas already established to deal with underprivileged unemployed and underemployed persons such as the Concentrated Employment Program, the California State Employment Service, the San Francisco Urban League, the City and County Welfare Departments, the Opportunities Industrialization Centers, the Mexican-American Opportunities Center, etc. All trainees handled by the consortium under the Federal contract will be certified as hard core unemployed by either the California State Employment Service or the Concentrated Employment Program.

WHERE WILL IT OPERATE

Two locations will be established for the consortium training centers - one in the mid-peninsula area of San Mateo County and one in central city area of San Francisco. Whenever required, transportation to the training centers will be provided to the trainee during the pre-OJT period. Solutions to transportation problems for the OJT period will be developed with the trainee during the pre-OJT period. In general,

WHERE WILL IT OPERATE - (Cont.)

trainees for jobs south of South San Francisco will be trained at the San Mateo County Center, trainees for jobs north of this point will be trained at the San Francisco Center.

WHAT KIND OF JOBS WILL THE TRAINING COVER

Because the classes will be kept small - four to six trainees per instructor - each class will be tailored to the particular needs of the entry level jobs involved. It is expected these will vary from manufacturing skills, such as electrical assembly, mechanical assembly, sheet metal assembly, etc, to clerical skills such as clerk-typists, file clerks, store-room operators; to operating skills such as key punch operator, telephone operator, reproduction machine operator, etc. No entry level position should be ruled out as a candidate job for the hard core unemployed - those that require relatively more skills will be handled by using more time for the pre-OJT and OJT periods involved.

WHAT COSTS WILL BE REIMBURSED

The U. S. Labor Department contract into which we expect to enter will reimburse the companies in the consortium for all EXTRAORDINARY costs involved in establishing the trainees as effective members of the work force. This will include the costs of the centers, the training instructors, the counselors, the medical examinations and any corrective medical measures required (such as the fitting of eye glasses), the costs of training the supervisors, lost time by the supervision, wages of the trainees during training, that portion of the trainees' wages during OJT

WHAT COSTS WILL BE REIMBURSED (Cont.)

which is attributed to training, special transportation provisions, legal counseling, etc. The entire operation is expected to be at no additional cost to any member of the consortium. No profits are involved - neither Lockheed nor any member of the consortium will receive profit payments of any kind.

HOW WILL WE BE PAID

Each company of the consortium will be reimbursed monthly for all expenses it incurs during the month. If a company prefers not to be reimbursed for any costs, this is also permissible. Lockheed will provide the initial funding required to "prime the pump," because the consortium will be reimbursed by the Federal Government over a 12-month period for the cost of training any single individual, and reimbursed in full only if the trainee remains on the company payroll for the whole year. However, the costs inherent in "dropouts" will be factored into the estimated cost of training successful trainees, and because the number of trainees involved in the program is much larger than the number taken by any single company, we are sure this "averaging" will avoid any financial loss to the consortium. In effect, Lockheed is accepting the risk of any possible loss, but believes that risk is small.

WHO KEEPS THE BOOKS

Lockheed, as the operator of the consortium, will keep all the books and handle all of the contract negotiations, billing and reporting to the

WHO KEEPS THE BOOKS (Cont.)

Labor Department. In effect, all the paper work will be the responsibility of the consortium operator. Each consortium member will be responsible only for certifying the employment status of each trainee during the OJT period and for the post-OJT period until the trainee has completed 12 months on the company rolls. Each consortium member will provide bills monthly to the consortium covering its expenses - in general, these expenses will be agreed upon prior to the employee entering the OJT period, but if extraordinary costs develop during the OJT period, these are to be included in the billing as well.

WHEN MUST A COMPANY TAKE TRAINEES

Member companies will be polled at regular intervals on the status of their entry level job openings. With the exception that a member company must forecast openings with sufficient lead time to permit the pre-OJT training to be accomplished, companies will take on trainees only as their plant work load permits. Some adjustments may be requested to permit assembling a class of four to six trainees in like entry level jobs.

WHAT ABOUT DROP-OUTS AND FAILURES

If a trainee is not working out in a member company during the OJT period, and counseling by the consortium counselor does not improve the situation, the trainee will be returned to the consortium and removed from the company payroll. At the consortium training center the trainee will be either retrained and placed with another company as a "second chance," or dropped from the program by the consortium if this is the only answer in his case.

WHAT ABOUT THE UNION PROBATION PERIOD

We plan to discuss with the Labor Council representative in San Francisco assigned to working with the NAB, a plan in which the trainees' probationary period will start when the trainee has completed the pre-OJT period and appears at the company, even though the company has been paying his wages during the pre-OJT period. Once the trainee completes his probationary period within the company, he would take a normal position in seniority as per the individual company-union contract. We hope the Labor Council will recommend acceptance of this plan to the locals involved.

WHEN CAN A COMPANY JOIN THE CONSORTIUM

The proposal on the initial formation of the consortium must be in the hands of the Department of Labor by 15 May, 1968. Companies can join this initial group by indicating their desire no later than 10 May, 1968. Companies deciding to join after 10 May and prior to 30 May may be worked into the initial contract during the negotiations with the Labor Department which will occur about that time. Any additional companies desiring to join after May 30 will be "collected" into a group, and after the contract with the Federal Government has become effective, a supplementary negotiation will be requested. It is our opinion these companies will be able to be included in the consortium somewhere in the July-August time period.

WHEN WILL IT ALL START

The contract with the Labor Department is expected to be effective starting no later than June 30, 1968. The initial group of trainees should enter the two training centers during the first half of July and will appear at member companies for the first OJT period about mid-August.

THE CONTRACT AND THE BOARD OF MONITORS

The contract will be proposed with Lockheed as the prime contractor and each member company as a specified sub-contractor. However, to insure that the member companies have a voice in the operation of the consortium and that the operation maintains the effectiveness necessary to a successful JOBS program, a Board of Monitors will be formed. The Board of Monitors will include approximately four to five representatives from member companies and two to three representatives from the group of organizations who will act as the primary source of supply of the hard core unemployed trainees. The Board will meet at regular intervals to monitor the operation, both functional and financial, and to suggest and/or review plans for any changes or modifications to the basic operational methods.

WHERE DO WE JOIN UP

Companies in the area from South San Francisco north can join by contacting:

Mr. Arthur L. Fine, Executive Vice President
Management Council for Bay Area Employment Opportunity
One Bush Street
San Francisco
Telephone - 391-1190

Companies in the area south of South San Francisco, should contact:

Mr. Raymond I. Schneyer, Special Assistant to the President
Lockheed Missiles and Space Company
1111 Lockheed Way
Sunnyvale
Telephone - 742-8345